

Ella F. Washington

Organization & Management |Goizueta Business School| Emory University

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EDUCATION

- **KELLOGG SCHOOL OF MANAGEMENT, NORTHWESTERN UNIVERSITY 2010-2014**
Ph.D. in Management & Organizations, December 2014
M.S. in Management & Organizations, March 2013
- **SPELMAN COLLEGE 2006-2010**
Bachelor of Arts in Psychology, May 2010

ACADEMIC WORK EXPERIENCE

- **GOIZUETA BUSINESS SCHOOL, EMORY UNIVERSITY, 2026 - Present**
Professor of the Practice, Organization & Management Area
- **MCDONOUGH SCHOOL OF BUSINESS, GEORGETOWN UNIVERSITY 2019 - 2026**
Professor of the Practice, Management Department
- **SMITH SCHOOL OF BUSINESS, UNIVERSITY OF MARYLAND 2016-2018**
Adjunct Professor, MBA Program, M.S. of Business, and Undergraduate Business Programs
- **UNIVERSITY OF SOUTHERN CALIFORNIA, BOVARD COLLEGE 2017-2019**
Course Designer and Adjunct Professor, M.S. in Human Resources Online Program
- **AMERICAN UNIVERSITY, KOGOD SCHOOL OF BUSINESS 2017-2018**
Adjunct Professor, MBA Program
- **THE GEORGE WASHINGTON UNIVERSITY, SCHOOL OF BUSINESS 2016-2018**
Course Designer and Adjunct Professor, MBA Online Program
- **NORTHWESTERN UNIVERSITY, CENTER FOR LEADERSHIP 2011-2014**
Leadership Fellowship Program Manager

INDUSTRY WORK EXPERIENCE

- **GALLUP, Washington, DC 2016- 2019**
Practice Leader for Diversity and Inclusion Consulting and Executive Strengths Coach
- **EY (Ernst & Young), McLean, VA 2014-2016**
Talent Management and Strategy Consultant
- **FEDERAL RESERVE BANK OF CHICAGO, Chicago, IL 2012-2014**
Consultant, Diversity and Inclusion Practice

BOOKS

- **Washington, E.F.** (2024). *Unspoken: A Guide to Cracking the Hidden Corporate Code*. Forbes Book Publishing.
- **Washington, E.F.** (2022) *The Necessary Journey: Making Real Progress on Equity and Inclusion*. Harvard Business Press.

RESEARCH PUBLICATIONS

- Avery, D. R., Hall, A. V., Preston, M., Ruggs, E. N., & **Washington, E.F.** (2022). Is Justice Colorblind? A Review of Workplace Racioethnic Differences Through the Lens of Organizational Justice. *Annual Review of Organizational Psychology and Organizational Behavior*, 10.
- **Washington, E.F.**, Bass, E., McFeely, S. (2019). *Workplace Engagement and the Glass Ceiling: The Experience of Black Professionals*. *Race, Work and Leadership in the 21st Century* Edited Volume, September 2019.
- Blake-Beard, S., Roberts, L.M., Edgehill, B., **Washington, E.F.** Feeling Connected: The Importance of Engagement, Authenticity, and Relationships in the Careers of Diverse Professionals. *Race, Work and Leadership in the 21st Century* Edited Volume, September 2019.
- Livingston, R. W., Rosette, A. S., & **Washington, E. F.** (2012). *Can an agentic Black woman get ahead? The impact of race and interpersonal dominance on perceptions of female leaders*. *Psychological Science*, 23(4) 354–358.

PRACTIONER PUBLICATIONS

- **Washington, E. F.**, Haileyesus, H., & Roberts, L. M. (2024). [Lessons from Beyoncé on navigating exclusion](#). Harvard Business Review.
- Opie T. & **Washington E.F.** (2023) [Why Companies Can — and Should — Recommit to DEI in the Wake of the SCOTUS Decision](#). Harvard Business Review.

- **Washington, E.F.** (2022) Microaggressions at work. Printed Volume of Speak Up, Speak Out: Women at Work Discussion Group Toolkit. Harvard Business Press.
- **Washington, E.F.** (2022) [The Five Stages of DEI Maturity](#). Harvard Business Review Magazine, November – December issue. Harvard Business Press.
- **Washington, E.F.** (2022) [How Diversity of Thought Can Fit into Your DEI Strategy](#). Harvard Business Press.
- **Washington, E.F.** (2022) [Recognizing and Responding to Microaggressions at Work](#). Harvard Business Press.
- Subramanian, Sheela & **Washington, E.F.** (2022) [Why Flexible Work Is Essential to Your DEI Strategy](#). Harvard Business Press.
- **Washington, E. F.**, Hall, A. V., & Hall, E. V. (2021, January 07). [How to talk with your team about the violence at the U.S. capitol](#). *Harvard Business Review*.
- **Washington, E. F.**, Hall, A. V., & Roberts, L. M. (2020, July 03). [When and how to respond to microaggressions](#). *Harvard Business Review*. *** Included in print of HBR's 10 Must Reads on Managing Yourself– Volume 2 and Speak Up, Speak Out in HBR's Women at Work series.***
- Roberts, L.M., Monroe, D., **Washington, E.F.** Washington, Z.S. (2020) [What are the challenges to fair and equitable performance management in the aftermath of COVID-19?](#) *Human Resources People + Strategy*.
- Roberts, L.M. **Washington, E.F.** (2020) U.S. [Businesses Must Take Meaningful Action Against Racism](#). *Harvard Business Review*.
- **Washington, E.F.** (2019) [How the College Admissions Scandal Affects Diversity & Inclusion](#). *Gallup Business Journal*.
- Patrick, C., **Washington, E.F.** (2018). 3 [Ways Millennials Can Advance Workplace Diversity and Inclusion](#). Gallup Business Journal.
- **Washington, E.F.** (2018). [How to Use CliftonStrengths to Develop Diversity and Inclusion](#). Gallup Business Journal.
- **Washington, E.F.** Patrick, C. (2018). [3 Requirements for a Diverse and Inclusive Culture](#). Gallup Business Journal.
- **Washington, E.F.** (2018). [Starbucks After Anti-Bias Training: Will It Last?](#) Gallup Business Journal.
- **Washington, E.F.**, Newport, F. (2017). [Diversity and Inclusion in the Workplace After Trump Election](#). Gallup Business Journal.
- Newport, F. **Washington, E.F.** (2017). [US Workers Say Talking More Politics Not Affecting Job](#). Gallup Business Journal.

CONFERENCE PRESENTATIONS

- Washington, E.F. (2025, January). Speaking the Unspoken: Cracking the Unspoken Rules of the Workplace. Center for Positive Organizations, University of Michigan. Virtual.
- Washington, E.F. (2024, June). The Unspoken Rules of the Workplace. Keynote Speaker, Gallup at Work Summit. Omaha, Nebraska.
- Washington, E. F. (2023, March). Towards a Workplace Utopia in a Changing Workplace. Keynote Speaker, World Happiness Summit Conference. Lake Como, Italy.
- Washington, E. F. (2022, November). *Keynote address, Where does DEI go from here?* National Broadcasting Association Annual Conference.
- Washington, E. F. (2022, November). *Panelist, Future of Work Summit.* Future Forum: “How the Future Works” Summit.
- Washington, E.F. (2022, April). *Panelist, DEI and Cura Personalis.* Georgetown John Carroll Conference. San Francisco, California.
- Washington, E. F. (2020, August 8). Panel discussant, GDO Doctoral Consortium (#12839): Unpacking the myth of “the good job”. Academy of Management Annual Meeting. Virtual.
- Washington, E. F. (2020, August 4). *Antiracism, allyship, and authentic leadership.* Panel discussant for the University of Michigan Center for Positive Psychology. Virtual.
- Washington, E.F. (2014, May). When ‘Leaning In’ Is Not Enough: Combined Effects of Individual and Structural Frameworks of Gender Inequality. Poster presented at Society for Industrial-Organizational Psychologists annual conference, Honolulu, Hawaii.
- Washington, E.F. (2014, May). When ‘Leaning In’ Is Not Enough: Combined Effects of Individual and Structural Frameworks of Gender Inequality. Paper presented at the Trans-Atlantic Doctoral Student Conference, London, England.
- Livingston, R.W. & Washington, E.F. (2013, August). What is "agency"?: Why black women leaders are assertive but powerless. Paper presented in the ‘New Leaders in a Changing World? Elaborating on the Challenges of Ethnic/Minority Leadership’ OB Division Showcase Symposium at the Academy of Management meetings, Orlando, Florida.
- Washington, E.F. (2012). The multi-faceted nature of the agency penalty. Poster presented at Society for Industrial-Organizational Psychologists annual conference, Houston, Texas.
- Washington, E.F. (2012) The Agency Penalty Revisited. Poster presented at Society for Personality and Social Psychologists annual conference, New Orleans, Louisiana.

- Washington, E.F. (2012). Can Agentic Black women get ahead? Paper presented at the Northwestern Black Graduate Students Association Research Conference, Evanston, Illinois.
- Washington, E.F. and Robinson, J, Moore, O. (2011). You're in the right place: New Doctoral Student Orientation. Presentation for the PhD Project Annual Conference, San Antonio, Texas.
- Washington, E.F. and Hanges, P.J.(2009). Modern Racism and Employment Discrimination. Poster presented at Summer Research Initiative Symposium, University of Maryland, College Park, MD.
- Washington, E.F. and Paustian, S. (2009). Supportive Leadership within Organizations. Paper presented at Organizational Science Summer Institute, University of North Carolina at Charlotte, NC
- Washington, E.F. (2009). Impression Management in College Students. Paper presented for FACES Fellowship Program, Georgia Institute of Technology, Atlanta, GA.

HONORS AND AWARDS

- **Poets & Quants 40 Under 40 MBA Professors.** (2023). Recognized as one of the top 40 MBA professors of the year.
- **MSB Teaching Excellence Award.** (2021). Georgetown University, McDonough School of Business.
- **Summer Faculty Research Mentor Award.** (2021). Georgetown University, McDonough School of Business.
- **Faculty Spotlight Award** (2018). University of Southern California.
- **Gallup All-Star Consultant.** (2018).
- **Gallup Rising Star Consultant.** (2017).
- **Phi Beta Kappa Honor Society.** (2009).
- **Psi Chi National Honor Society in Psychology.** (2009).
- **APA Division 13 Diversity & Inclusion Fellow.** (2009).

TEACHING EXPERIENCE

- **MCDONOUGH SCHOOL OF BUSINESS, GEORGETOWN UNIVERSITY**

2026	Power Moves: The Change Leader's Playbook for Strategic Influence and Impact (Forthcoming Spring 2026)
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2019–Present	Leading Teams for Performance and Impact (LTPI) (MBA: Full-time, Flex, Online, & EMBA Dubai)
2022–Present	DEI for Managers (MBA: Full-Time), renamed in 2025 to “Inclusive Leadership”
2022–2024	Personal Leadership Action Plan (MS in Leadership, Qatar)
2022–2024	Ethical Leadership (MBA: Executive), team taught with Professor Bob Bies
2021–Present	DEI in Organizations (Undergraduate), renamed in 2025 to “Identity and Power at Work”
2020 - Present	Negotiations (MBA: Full-time and Executive)
2020–2024	Innovation Through Inclusion (MBA: Full-time)
2020	Management Consulting (Undergraduate)
2019–2020	Management & Organizational Behavior (Undergraduate)

- **SMITH SCHOOL OF BUSINESS, UNIVERSITY OF MARYLAND**

2017-2018	Cross-Cultural Communication & Teamwork (MBA)
2017	Leadership & Teamwork (MS)
2017	Essentials of Negotiation (MS)
2016	Organizational Behavior (Undergraduate)

- **UNIVERSITY OF SOUTHERN CALIFORNIA, BOVARD COLLEGE**

2018–2019	HR Analytics (MS)
2018–2019	Total Rewards (MS)

- **AMERICAN UNIVERSITY, KOGOD SCHOOL OF BUSINESS**

2017- 2018	Management of Organizations and Human Capital (MBA)
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- **THE GEORGE WASHINGTON UNIVERSITY, SCHOOL OF BUSINESS 2016-2018**

2017–2018	People and HR Analytics – MBA
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- **NORTHWESTERN UNIVERSITY, KELLOGG SCHOOL OF MANAGEMENT**

Teaching Assistant, MBA Program

2014	Leader as Coach (Prof. Brenda Booth)
2013	Managing People for Competitive Advantage (Prof. Brenda Booth)
2013	Values-Based Leadership (Prof. Adam Waytz)
2012–2013	Paradigms of Leadership (Prof. Todd Murphy)
2011–2013	Leadership in Organizations (Prof. Vicki Medvec)

PROFESSIONAL SERVICE AND LEADERSHIP

- **DEI Advisor to the Dean, McDonough School of Business, Georgetown University**
Provided guidance on school-wide student experience and faculty inclusive pedagogy strategy, community climate, and inclusive leadership priorities. Served as a thought partner to the Dean and senior leadership. *(2021–Present)*
- **MBA Academic Standards Grievance Committee Member, McDonough School of Business, Georgetown University**
Participated in formal review of student grade appeals and academic standards cases. *(2025)*
- **Case Competition Faculty Advisor, Judge, and Coach, Georgetown University.**
Served as faculty advisor and judge for national and internal case competitions, including mentoring finalist student teams for the National Black MBA Association (NBMBA) Case Competition. *(2024)*
- **Thesis and Capstone Advisor, Georgetown University**
Advised undergraduate students on organizational behavior, leadership, and workplace culture research topics and final projects. *(2021–2023)*
- **Inclusive Pedagogy Committee Co-Chair, McDonough School of Business, Georgetown University**
Co-led the design and facilitation of school-wide efforts to strengthen inclusive teaching practices for faculty, including workshops, learning communities, and DEI curriculum integration. *(2023–Present)*
- **Inclusive Student Experience Committee Co-Chair, McDonough School of Business, Georgetown University**
Co-led committee to improve student engagement and belonging across all academic programs through co-curricular initiatives, program review, and student engagement surveys. *(2023–Present)*
- **Management Area Recruitment Committee, McDonough School of Business, Georgetown University, (2021-2023)**
- **Hoyas Lead Retreat Facilitator, Georgetown University**
Developed and facilitated leadership development programming for MBA students as part of the university's co-curricular leadership initiative. *(2023)*
- **MSB Faculty DEI Task Force Member, McDonough School of Business, Georgetown University**
Supported efforts to assess and enhance the School's DEI strategy, policies, and faculty community engagement. *(2020–2022)*
- **Moderator for Georgetown University DEI & Leadership Community Dialogues**
Served as a contributor and moderator for university-wide conversations on culture, identity, inclusion, and leadership. *(2020–2023)*
- **Faculty Speaker for Georgetown Women's Alliance and Georgetown Women in Leadership**
Participated in campus and alumni programming on leadership, authenticity, career navigation, and inclusive workplaces. *(2020–Present)*

- **Faculty Peer-Review Committee**, University of Southern California (2018)

ASSOCIATIONS AND MEMBERSHIPS

- Academy of Management 2010- Present
- Society of Industrial and Organizational Psychologists 2010-Present
- PhD Project 2010 - Present
- Ph.D. MORS Admissions Committee

SELECTED MEDIA MENTIONS

- Mosley, T. (Host). (2025, March 5). [*How did 'DEI' become part of a larger political agenda — and a slur?*](#) [Audio episode]. In *Fresh Air*. NPR. (Interview with E. F. Washington and F. Dobbin).
- Knowledge at Wharton (Host: S. Creary). (2024, May 21). [*How can minority employees be authentic in a corporate workplace?*](#) *Knowledge at Wharton Podcast*. (Interview with E. F. Washington).
- Knowledge at Wharton. (2024, May 21). [*How to succeed while being authentic at work.*](#) (Article featuring E. F. Washington).
- Georgetown University, McDonough School of Business. (2024, June 5). [*New book cracks the corporate code and empowers professionals to lead with authenticity.*](#) *MSB Research & Insights*.
- Georgetown University, McDonough School of Business. (2024, Dec 20). A [*year in review: Top moments of 2024*](#) (includes *Unspoken* feature).
- Washington, E. F. (2023, October). *What does the recent SCOTUS decision mean for DEI&B?* Here To Help podcast. [*Here to Help*](#)
- Washington, E. F. (2023, May 23). *How to Navigate Your Organization's DEI Journey.* Digital HR Leaders podcast. [*myHRfuture*](#)
- Washington, E. F. (2023, February 10). *Leading Your DEI Journey with Dr. Ella F. Washington.* Let's Grow Leaders podcast. [*Let's Grow Leaders*](#)
- Washington, E. F., & Lloyd, C. (Hosts). *Cultural Competence* [Podcast series]. Gallup Center on Black Voices, 2020–2022 (23 episodes). ([*Apple Podcasts*](#))
- Washington, E. F. (2022, December 6). *You've Made Some DEI Progress. Don't Stop Now.* Harvard Business Review IdeaCast (Episode 887). [*hbr.org*](#)
- Washington, E. F. (2023, May 8). *We analyzed the politicization of DEI in U.S. media.* The Middlebury Campus.

- Agency Management Institute (Host: D. McLellan). (2023, Jan 5). *Taking meaningful steps to prioritize diversity in the workplace (with Dr. Ella Washington). Build a Better Agency* [Podcast]. <https://agencymanagementinstitute.com/podcasts/diversity-in-the-workplace>
- The Successful Bookkeeper (Host: M. Palmer). (2023, Jan 10). *How to build a workplace utopia* [Podcast]. <https://www.thesuccessfulbookkeeper.com/episodes/339>
- LifeBlood (Host: G. Grombacher). (2023, Jan 13). DEI initiatives at work (with Dr. Ella Washington) [Podcast]. <https://lifeblood.live/dei-initiatives-at-work-with-dr-ella-washington/>
- Your Working Life (Host: C. Dowd-Higgins). (2023, Jan 3). The Necessary Journey (with Dr. Ella Washington) [Podcast]. <https://carolinedowdhiggins.com/the-necessary-journey-with-dr-ella-washington/>
- *The Necessary Journey: Book launch conversation with PwC's Shannon Schuyler and Dr. Ella F. Washington.* (2022, Nov 7). [Video]. YouTube. <https://www.youtube.com/watch?v=BopDqqnYoLI>
- Harvard Business Review. (2022, Oct). *Making real progress on equity and inclusion* [Webinar; speaker: E. F. Washington]. <https://hbr.org/webinar/2022/10/making-real-progress-on-equity-and-inclusion>
- Harvard Business Review IdeaCast (Host: A. Ashkenas). (2022, Dec 6). *You've made some DEI progress. Don't stop now.* (Interview with E. F. Washington). <https://hbr.org/podcast/2022/12/youve-made-some-dei-progress-dont-stop-now> (Forbes)
- Georgetown Business Magazine. (2022, Spring). *Making the DEI Journey.* Cover story and feature. <https://msb.georgetown.edu/news/georgetown-business-magazine/>
- Georgetown University. (2022, Jun 19). *Juneteenth: Ask a Professor* (faculty contributor: E. F. Washington). <https://www.georgetown.edu/juneteenth/>
- DeGioia, J. J., & Washington, E. F. (2021, Feb 25). *Georgetown Now: Ella Washington* [Video interview]. YouTube. <https://www.youtube.com/watch?v=P6HEqV2s1n4>
- Schmidt, C., Washington, E. F., & Meyer-Shipp, M. (2021, Jan 22). *Revisiting corporate diversity statements 6 months after the pledges* [Virtual Panel]. YouTube. <https://www.youtube.com/watch?v=2LgeqB4xsFI>
- HR Labs — DEIB Edition (Host: D. La Bom). (2021, Feb 17). *3.2 Responding to micro (and not-so-micro) aggressions* [Podcast episode with E. F. Washington]. Spotify.

<https://open.spotify.com/episode/0ARo0JSNi56oYbFcCFw1Sw>

- iRelaunch (Host: C. Fishman). (2021, Feb 19). EP176: *How to talk with your team about traumatic current events* (with Ella F. Washington, PhD) [Podcast]. Apple Podcasts. <https://podcasts.apple.com/us/podcast/ep-176-how-to-talk-your-team-about-traumatic-current/id1202049234?i=1000509726516>
- Subramanian, S., & Gilbert, T. (2021, Mar 11). *A new era of workplace inclusion: Moving from retrofit to redesign*. Future Forum. <https://futureforum.com/2021/03/11/dismantling-the-office-moving-from-retrofit-to-redesign/>
- Subramanian, S. (2021, Mar 11). *Q&A with Dr. Ella Washington: How leaders must show up for their Black employees*. Future Forum. <https://futureforum.com/2021/03/11/a-qa-with-ella-washington-how-can-leaders-show-up-for-their-black-employees/>
- Slack Editorial Team. (2021, Mar 24). *Asking tough questions to create a more equitable workplace*. Slack blog. <https://slack.com/blog/transformation/asking-tough-questions-to-create-a-more-equitable-workplace>
- Abbey, F., & Lan Nguyen, T. (2021, May 17). *What to say if you're the target of a microaggression*. WTSP.com. <https://www.wtsp.com/article/news/community/aapi-heritage/what-are-microaggressions-and-how-do-i-respond-to-them-racist-comments/507-26e031bc-e6d6-470a-b5d4-f3a1407ec755>
- Segal, E. (2021, Dec 5). *The great disconnect: Many more employers than workers want to return to offices*. Forbes. <https://www.forbes.com/sites/edwardsegal/2021/10/05/the-great-disconnect-many-more-employers-than-workers-want-to-return-to-offices/>
- Bottaro, G. (2021, Oct 5). *Remote working improves experience for Black workers, survey shows*. Proactive Investors NA. <https://www.proactiveinvestors.com/companies/news/962284/remote-working-improves-experience-for-black-workers-survey-shows-962284.html>
- Washington, E. F. (2020, June 26). *What's next in performance management?* SHRM Executive Network.
- Washington, E. F. (2020, August 4). *Surviving performance review season*. Business Unusual, LinkedIn Live.
- Washington, E. F. (2020, October 1). *Bold Leaders in Learning* (Episode 26). Kaplan, LinkedIn Live.